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experience STONIER

University of Pennsylvania
Philadelphia, PA

Strategic Communications

Asking the right questions to facilitate problem-solving

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1

Communication Challenges You Submitted

Challenging Authority

Hybrid Misalignment

Courage in Hard Conversations

Generation Gaps

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Alignment Gaps

Balancing Inquiry with Advocacy

3

The Ladder of Inference

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The way our thinking works

We take action!

Adapting beliefs based on conclusions

Draw conclusions from assumptions

Make assumptions based on meaning

We assign meaning to "chosen" data

Choose the data based on beliefs

Directly experience events or facts

Let's Climb the Ladder

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The Ladder of Inference is based on the work of Argyris and Schön. See C. Argyris, R. Putnam, and D. Smith. *Action Science: Concepts, Methods, and Skills for Research and Intervention*. San Francisco: Jossey-Bass, 1985.

5

You're presenting to the Executive Committee

Speed through the most important slide

I'm not good in executive settings

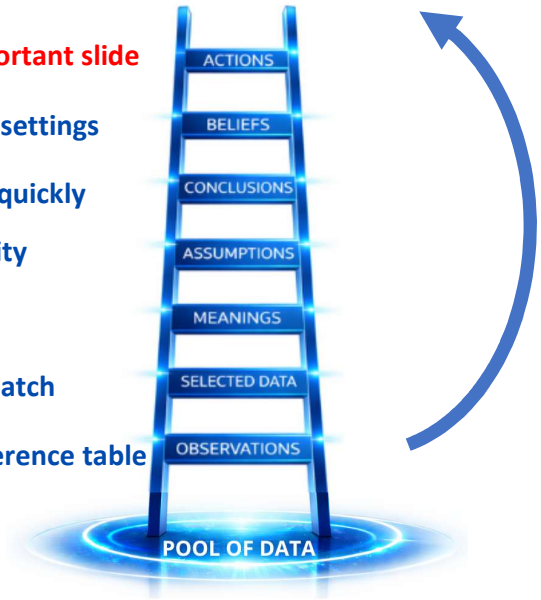
I need to wrap this up quickly

I'm losing credibility

They are bored!

EVP checks their watch

Senior executives at a conference table



Result:
Ironically, that rushed ending *does* reduce confidence in you.

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TO BE SAFE
Stay Low on the Ladder

Challenge meaning you are making based on the "selected data".

The data you select is based on existing beliefs.

Where we go wrong and where we can fix it

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7

Here is the bigger communication challenge

Their Ladder

Your Ladder

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8

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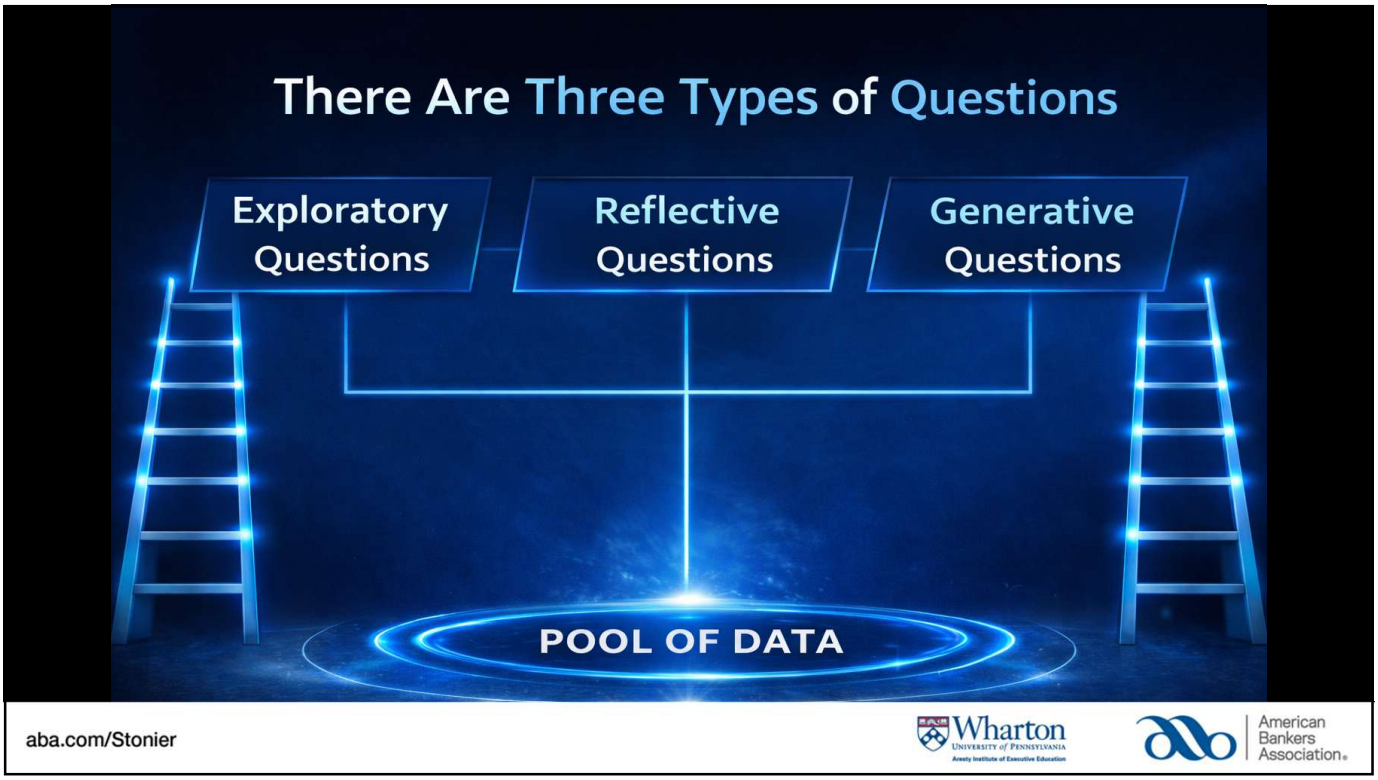
9



10

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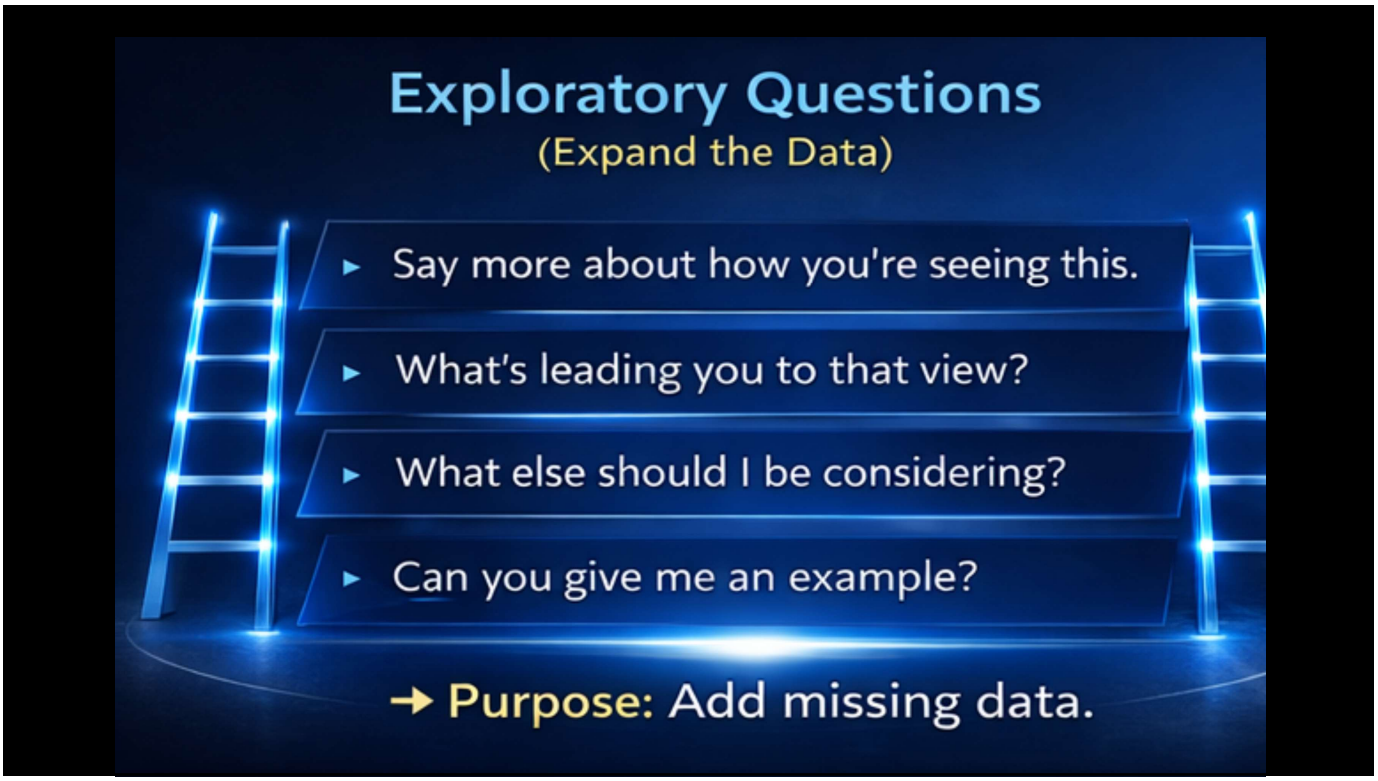

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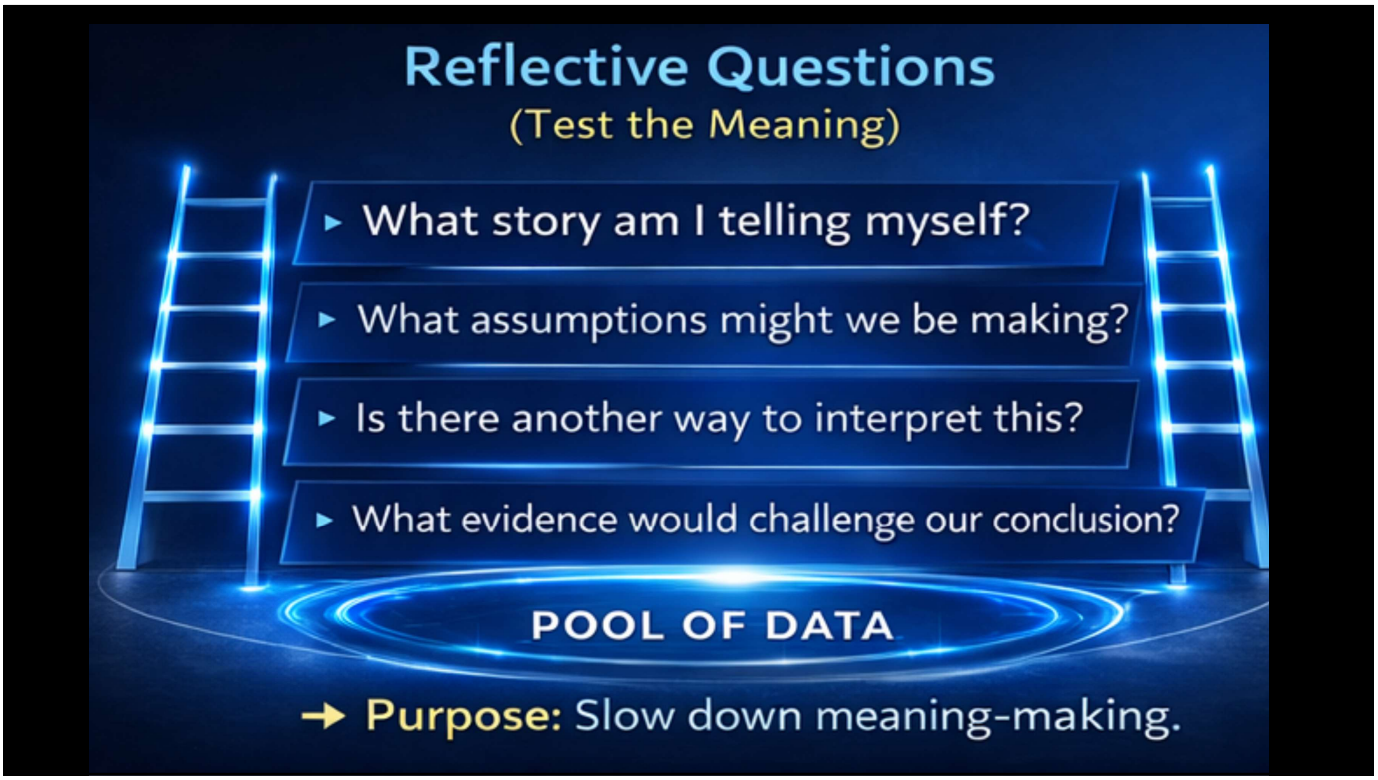

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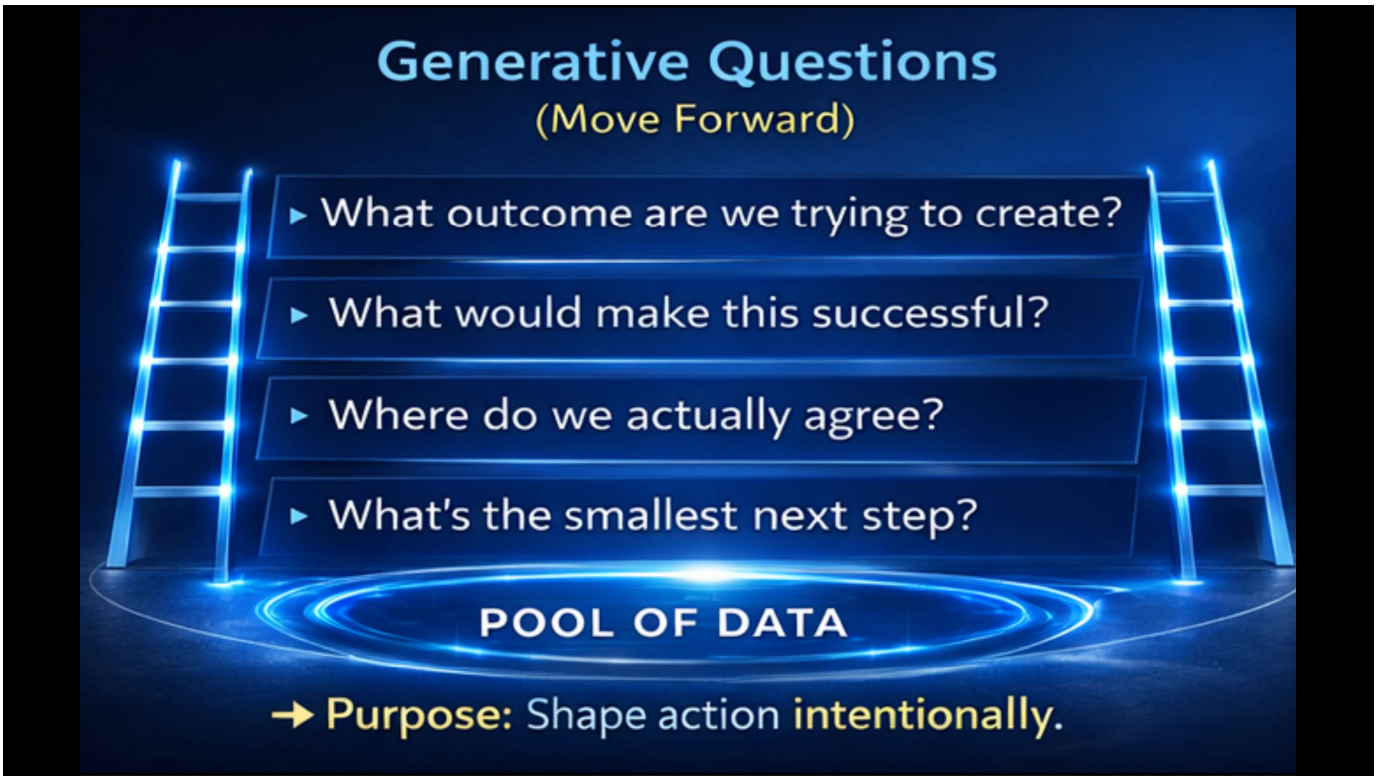

13

14